

might encounter in any organization" (page 116).

The "Tip" box is incorporated into selected chapters. The information in the "Tip" is either advice or an observation that could enhance the understanding of the text. In "Chapter 13: Leadership," the tip states:

Taking a role model can help to identify the attributes of a leader, but following them slavishly will not necessarily lead to success. Far better is to have a mentor whom you respect and who can give advice on developing leadership skill. (page 367)

A particular strength of this text is its extensive use of lists, charts, graphs, and figures. These items are incorporated into the text rather than located in appendixes. This arrangement is very effective. One of this reviewer's favorites is the list of "positive actions that one can take to help generate more and better understanding between oneself and the supervisor" (pages 58-9). The list is particularly useful, because it has two sections, one for the employee and one for the supervisor.

The chapters that are most effective are those that cover narrower ranges of concepts in depth. "Chapter 12: Motivation" is a good example of this style. Following introductory material on motivation and behavior, the chapter presents three categories of motivation theories—content, process, and reinforcement. Tables and charts are used effectively to supplement textual material.

Some chapters incorporate so many concepts that the coverage is almost superficial. These chapters seem more like glossaries than synopses of concepts. For example, in the 17.5 textual pages of "Chapter 5: Innovation and Change," seven concepts are presented: resistance to change, implementing change, innovation and information centers, innovation techniques, encouraging imaginative thinking, techniques

for generating new ideas, and analytic and innovative thinking. In the section on techniques for generating new ideas, nine different techniques in two different categories are discussed. But "Chapter 1: Management Concepts" successfully incorporates four concepts and eighteen subconcepts in thirty-one textual pages. It works because the chapter is a historical overview, rather than a discussion of concepts that would be applied in the real world setting.

Reader of this text will likely have different opinions about which chapters are the best and which are the weakest. It elicits a very personal reaction, based on background, perspective, expectations, and evaluation criteria. This reviewer's staff, who examined selected chapters, had varying opinions and assessments of any given chapter.

Although the authors have indicated that the material in this publication is introductory in nature, the title of the book indicates that the book is about "basics." This creates confusion about the real intent of the text. If readers assume that "basics" implies "how to do it," they will be disappointed. However, if readers assume that "basics" means a synopsis of the various facets of a management concept, their expectations will be met.

The range of topics included is expansive, with the emphasis on the management process and its theoretical foundations. Almost 300 pages are devoted specifically to management knowledge and skills. In contrast, *The Medical Library Association Guide to Managing Health Care Libraries* [1] (see the following review) is more pragmatic, focusing on the practice of managing people, resources, and services in the health care library. Topics covered in the MLA publication that are not addressed in *Management Basics for Information Professionals* are libraries in the health care set-

ting, health care environment, one-person library, information and educational services, information resources, collection development, access to library resources, document delivery, managing audiovisuals, and health information for patients and consumers.

*Management Basics for Information Professionals* nicely complements *The Medical Library Association Guide to Managing Health Care Libraries*. Because of its conceptual approach to management and its comprehensive theoretical foundation, it offers health care librarians the opportunity to incorporate major management concepts into the everyday operation of the health care library.

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## Reference

1. HOLST R, PHILLIPS SA, EDS. *The Medical Library Association guide to managing health care libraries*. New York, NY: Neal-Schuman Publishers, 2000.

**The Medical Library Association Guide to Managing Health Care Libraries.** Edited by Ruth Holst with associate editor Sharon A. Phillips. New York, NY: Neal-Schuman Publishers, Inc., 2000. 371 p. Softcover. \$75.00 ISBN: 1-55570-397-6. ☺

In 1983, *Hospital Library Management* [1] was published. It was quickly accepted as the de facto standard for hospital librarians. Many dog-eared copies of that text still adorn offices of hospital librarians. Seventeen years have passed. In the intervening years, health care and health care institutions have seen dramatic changes influenced by advances in medicine, biotechnology, politics, regulatory

agencies, rising costs, managed care, hospital mergers and closures, and consumer activism. These same influences have had an impact on the librarians serving in these health care institutions as well. An update to the 1983 volume has been eagerly awaited. The wait is over and this book, *The Medical Library Association Guide to Managing Health Care Libraries*, not only updates the original upon which it is based but surpasses it in breadth of coverage, organization, and usability.

Twenty-one authors contributed to the sixteen chapters in the volume. Based on the quality of material contained in the book, the authors are obviously experts in their subject areas. For example, Salzwedel and Green, the authors of chapter four, "Planning and Marketing," bring together expertise in marketing (Salzwedel) and hospitals (Green). Bandy, who has actually developed a patient and consumer library, is the author of the "Health Information for Patients and Consumers," and LaBree, who has actually built a hospital library, contributes the chapter on space planning. It is fascinating to read the information about the authors toward the end of the volume. The depth of their expertise is evident, and Holst and Phillips, who edited the book, are to be commended for their selection of the authors.

The editors ably oversaw the continuity and fluidity of the chapters. Participating on the editorial team for the 1983 book undoubtedly helped Holst produce this landmark work. The layout of the book is elegant and extremely user friendly. Every one of the sixteen chapters contains an outline overview of the chapter, text, conclusion, references, and additional readings. The outline at the beginning of the chapter is a very effective way of orienting readers to the chapter. Additionally, there are more than eighty figures included in the book. A list of these figures

is included in the front of the book, after the table of contents. These figures include everything from space-planning estimate worksheets to bibliographic records to interview questions for applicants. These examples may be the most useful part of the book for librarians, who are sometimes called upon to develop materials with which they have never worked. Finally, the book is well indexed, so that information can be easily found.

As mentioned earlier, there are sixteen chapters in the book. The chapters consist of "Libraries in Health Care Settings," "The Health Care Environment," "Administrative Issues," "Planning and Marketing," "Quality Improvement," "Financial Management," "Human Resources Management," "Space Planning," "The One-Person Library," "Information and Educational Services," "Information Resources," "Collection Development," "Access to Library Resources," "Document Delivery," "Managing Audiovisual Services," and "Health Information for Patients and Consumers." There is no extraneous information; the writing style is cogent and crisp. The chapters flow one into each other and are grouped around administrative or management issues, services, resources and access, and special services.

The first two chapters in particular should be required reading for library students or new hospital librarians hoping to understand the complexities of health care libraries and the current health care environment. Current librarians in all settings would benefit from the refresher course that these two chapters, "Libraries in Health Care Settings" and "The Health Care Environment," offer. The first of these two chapters by Holst, gives critical background information regarding libraries in health care settings. It encompasses standards from organizations such as the Joint Commission on Accreditation of Healthcare

Organizations and others. Trends and challenges are also addressed, and some historical perspectives are woven into the discussion. In chapter two by Foster and Warden, the authors set the historical framework for health care in the United States and the development of libraries in that environment. Different hospital settings, standards and measurement indicators, and current environmental trends are also discussed. Reading these two chapters not only is an excellent beginning for the volume but is also a solid resource for readers hoping to gain an understanding of the background and issues affecting hospital libraries today. Other chapters in the book are just as useful. It is equally easy to read the book from cover to cover, as it is to delve into it for a specific purpose or topic.

Readers can use the book on a need-to-know basis. Academic librarians will find that there is valuable information in many of the chapters addressing administrative issues. For example, in the "Planning and Marketing" chapter, steps in the planning process are well outlined. These steps can be used whether for service planning, strategic planning, or even project planning. The information is sound and useful. A refresher course on all the mysteries of quality trends and measurement is found in the "Quality Improvement" chapter. Also, who would not benefit from being reminded of sound hiring practices? This refresher is found in the "Human Resources Management" chapter. The "Space Planning" chapter provides food for thought for large and small libraries alike.

*The Medical Library Association Guide to Managing Health Care Libraries* is a gem. The editors and chapter authors are to be congratulated on a job well done. With today's rapidly changing health care and information environments, this reviewer hopes that it will not take seventeen years for this volume's

successor to be written. However, like its predecessor, the quality of this volume also suggests that it will stand the test of time.

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## Reference

1. BRADLEY J, HOLST R, MESSERLE J, EDs. Hospital library management. Chicago, IL: Medical Library Association, 1983.

**Managing Knowledge in Health Services.** Edited by Andrew Booth and Graham Walton. London, U.K.: Library Association Publishing, 2000. 357 p. \$95.00. ISBN: 1-85604-3221-5. ☺

*Managing Knowledge in Health Services* provides a snapshot of the environment in which librarians work. It examines the issues with which all librarians are grappling: identification of clients' needs, cost-effective selection of appropriate resources, and training for resource utilization. The editors achieve their goal of investigating the "context, principles and practical skills needed to effectively manage the knowledge base of healthcare." Booth, the director of Information Resources, School of Health and Related Research, University of Sheffield, and Walton, librarian, Health Social Work and Education, University of Northumbria at Newcastle, bring a combination of thirty-five years of experience in a wide range of health settings. Contributors come from academic and hospital libraries. Practical and provocative, *Managing Knowledge in Health Services* encourages readers

to think about what is and what should be, while providing pointers to print and electronic information sources for additional study.

Part one describes the work environment, with chapters on health service libraries, consumer health information, and users and providers of health service information. Part two defines the principles underlying the way health information services and resources are organized and managed, with chapters on identifying users' needs, training users, and marketing and evaluating services. Part three depicts the skills needed to make effective use of the knowledgebase, including skills in formulating the question, selecting appropriate sources, searching databases and the Internet, filtering, evaluating, and keeping up to date with the knowledgebase as well as organizing a personal knowledgebase.

The importance of evidence-based medicine to health care as well as to information service providers is a recurrent theme. Quoting a United States survey in which the National Library of Medicine found that clients prefer to perform their own searches, *Managing Knowledge in Health Services* promotes the importance of training users. According to the Nottingham study, "while end-user searching is inelegant, it is not necessarily ineffective" (page 157). *Managing Knowledge in Health Services* provides a brief guide to the design of a training program, including examples of evaluative studies and a table that provides the benefits and drawbacks of different methods of teaching. Recognizing the difficulty health professionals have in attending training sessions during office hours, *Managing Knowledge in Health Services* reports on several

instances of Web-based training. The authors also recognize the need for information professionals to enhance skills in training, critical appraisal, and evidence-based techniques, providing Websites of ongoing projects that provide such material.

Chapter seventeen thoroughly covers searching essentials, comparing free-text searching with thesaurus use and expounding upon citation searching and use of Boolean operators. Database and search term selection as well as strategies to rectify searches that retrieve too many or too few hits are discussed. Chapter eighteen provides a fairly extensive discussion of medical, general, and meta search engines, emphasizing librarians' roles in posting bookmarks to intranets and using Web pages to market the library. Chapter sixteen provides examples of information protocols and cites studies that classify information needs.

In discussing the identification of clients' information needs, the authors pinpoint factors that are often ignored: those that are unexpressed as well as those of nonusers. They list questions to ask when developing surveys, interviews, and questionnaires and suggest strategies to increase response rates.

Consumer health information, identification and organization of information resources, and marketing are also covered. *Managing Knowledge in Health Services* provides insight into the manner in which colleagues in the United Kingdom deal with universal challenges to information service providers. This timely publication will be of value to information practitioners in all health care settings, as well as to students.

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